DOCUMENT RESUME

ED 105 872 IR 001 904

AUTHOR	Smith, Jessie C.
TITLE	Inside Stanford University Libraries: Implications for the Frederick Douglass Library. Part One.
INSTITUTION	Association of Coll. and Research Libraries, Chicago, Ill.
SPONS AGENCY	Andrew W. Mellon Foundation, New York, N.Y.
PUB DATE	Mar 75
NOTE	16p.
EDRS PRICE	MF-$0.76 HC-$1.58 PLUS POSTAGE
DESCRIPTORS	Administrative Organization; Administrative Policy; *Governance; Higher Education; *Internship Programs; Leadership; *Librarians; Library Planning; Management; *Management Development; Organizational Change; *University Libraries
IDENTIFIERS	*Library Administration; Stanford University

ABSTRACT

A six-month internship at the Stanford University Library allowed the author to observe the processes of setting objectives, planning services and programs, coordinating activities, and motivating personnel to work for common goals both within and outside the library, and to draw conclusions from this experience relevant to her own library. This report outlines the segments of the internship program and the observations made on the structure of library governance at Stanford. An analysis is made of the value of the internship program and its implications for changes in management style. (SL)

ED105872

INSIDE STANFORD UNIVERSITY LIBRARIES

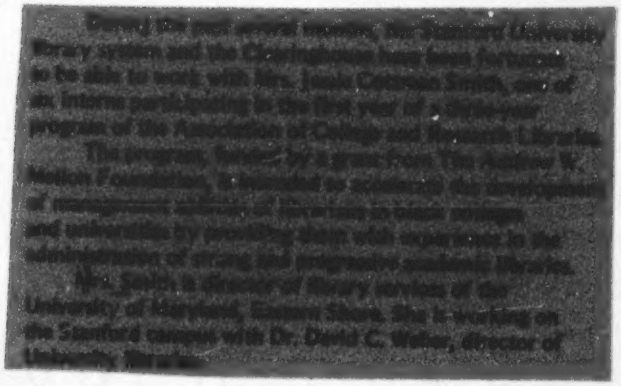
"Implications for The Frederick Douglass Library"

University of Maryland, Eastern Shore

Part I

March, 1975

Jessie C. Smith
Mellon - ACRL
Director-Intern



U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

IR 001 904

INTRODUCTORY STATEMENT

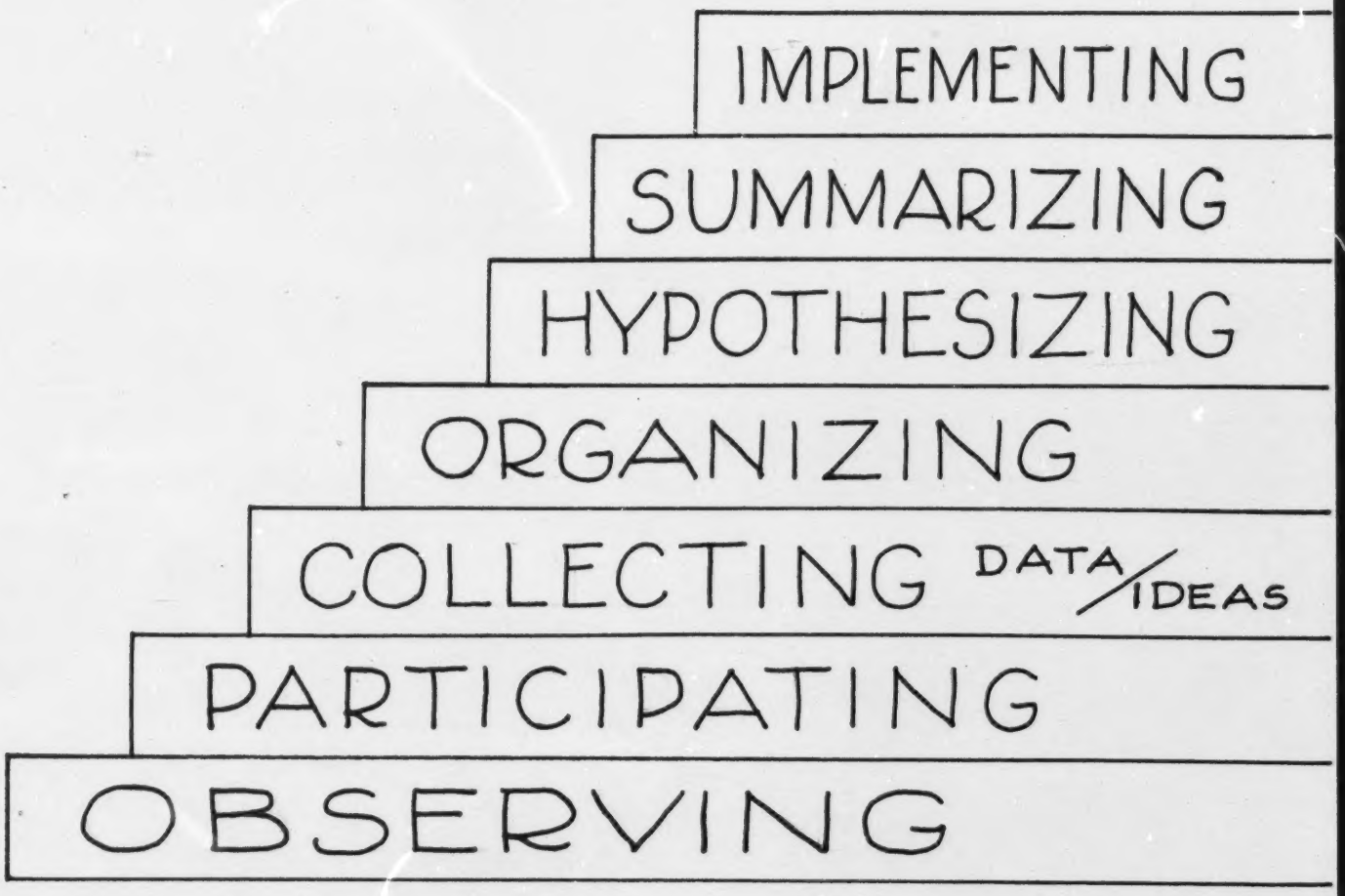
The material included in this summary covers much of what I have observed over a six month period which indicates how Stanford University Library administrators are proceeding to set objectives, plan services and programs, coordinate activities and motivate personnel to work for common goals both within and outside the library. I have also been made more aware of the complexity of managerial concepts on all levels of management. Established patterns of decision making and courses of action have been realistically presented, and there are positive implications for administrators who are promoted to higher administrative positions as well as for those who are thrust abruptly from staff membership into administrative positions as such was my case.

This experience has most assuredly exposed me to many real practices in leadership, supervision, and interpersonal relations.

In view of our University's expressed concern with long-range planning, the Chancellor's call for innovative, qualitative education, and our up-coming re-evaluation by the Middle States Accrediting Association, this exposure has strengthened my awareness that the Frederick Douglass Library must expand its role in order to meet the challenges which the academic community are constantly placing before it -

- to achieve better procedures for the acquisition of materials
- to develop innovative methods of presenting and relating the library to students, faculty and staff.

INTERN STRATEGY



OBSERVING:

- Techniques by which top-line library administrators broaden the base for gathering necessary information in order to assist in the formulation of management objectives.

  Examples:

  - Monthly meetings where Associates and Assistants discuss operations and policies, and respond to needs for policy reviews within their respective areas of responsibilities.
  - Associates and Assistants function as an advisory unit to the Director as requested or required.
  - Frequent meetings of middle-managers and smaller operating units to identify and report success or failure of specific policies.
  - Ad Hoc staff groups working on short-term and long-term projects with specific charges.
  - Other meetings where functionally related personnel deal with policy reviews, monthly agenda items and identify resource persons within the group.
  - Use of resource persons from other segments of the University.
  - Departmental meetings for departmental cohesiveness and documentation of staff achievements and aspirations.
  - Outside involvement by the Director and other members of the staff in State and National meetings.
  - Professional Literature routing on a regular basis usually after review by the Director and Associate Director to staff members for whom the literature will benefit directly.

Observing five fundamental groups as they identify issues, formulate policies, review policy decisions and initiate action has been a major element of growth during the period covered in this report. The five groups are described below:

ACADEMIC COUNCIL COMMITTEE ON LIBRARIES:

General charge to the Committee by the Senate of the Academic Council with specific duties upon receipt of recommendations of the Director of the University Libraries, and heads of the libraries of schools and institutions of the University. The Committee makes determinations in four basic areas:

1. Coordination of the activities of the several libraries with respect to the areas of special emphasis in their holdings and with respect to their serving the entire University;
2. The establishment, continuance, or disestablishment of branch libraries;
3. The recommendations for the appointment of Honorary Curators in the various libraries of the University;
4. The appropriate means of encouraging schools and institutions, by means of professional staff and local faculty committees, to exercise special care for their libraries.

ADMINISTRATIVE CONFERENCE:

Specifically an Administrative coordinating group of representatives of the University Libraries with all library operations within their scope of interest, such as:

- Acquisitions policies
- Bibliographic standards
- Binding Agencies
- Personnel practices
- University wide projects, ex. (Union List of Serials.)

DIRECTOR'S CONFERENCE:

Initiate review, discuss, and formulate library policies for their areas of responsibilities, and respond to needs for policy review as expressed by the Director on his own initiative or as issues emanate from other University or non-University areas.

UNIVERSITY LIBRARY COUNCIL

An administrative panel under the general guidelines for committees, appointed by the President, to advise the various University Libraries about matters requiring coordination and cooperation among University and Coordinate units. The Council aims to coordinate acquisitions policies, cataloging policies, service privileges and procedures, professional personnel standards and professional staff development programs, joint physical facility planning, library automation and any other coordination efforts that may seem useful.

COMMISSION ON LIBRARIANSHIP

Commissioned, by the Director of University Libraries to examine the role and status of librarians at the University and to issue a report on it's findings. I sat with Commission representatives on one occasion to note progress and the redefining of several issues.

OTHER GROUPS:

SULA (Stanford University Library Association)

Paid membership, attended lectures, and engaged in fellowship with the other members.

CIN (Cooperative Information Services)

To provide improved and expanded sharing of information and program resources within four counties through the development of a communications network among all types of libraries (public, school, academic, special) for the purpose of expanding and improving services to residents, organizations and businesses.

OTHER

Observations of proceedings in a myriad of other organizations or functional areas including:

- The Council of the Deans
- The ERIC Clearing House Advisory Board
- The University Senate
- BALLOTS (on-site visit)
- Lockheed Dialog Services Oversight Committee
- DIS (Data Information Services)
- TIS (Technical Information Services)
- Minority Recruitment (San Jose State project)
- Financial and Planning Office (Continuous Budget Adjustment Proceedings) (an operation not an organization.)
- SULS (Stanford Union List of Serials)

I observed departmental operations within the Main Library and in several Research branches for the specific purpose of noting procedures, making inquires as to significance of varying techniques, relating methods to my specific needs, screening purposeful activities, and collecting pertinent material for further study and probable use.

Observations were made in the following areas:

- Main Library

  Planned periods of time were spent in each department and several divisions of the department. The period of time was predicated on assumed need and possible adaptability.

  Acquisition Department: Order Division (automation support) Serial Record Division, Gift and Exchange Division, and Binding and Finishing Division.

  Catalog Department: A first-hand look at the way in which BALLOTS (Bibliographic Automation of Large Library Operations Using a Time-Sharing

System) supports the cataloging procedures. I also reviewed procedural manuals and methods of compiling meaningful statistics.

Central Circulation: Statistics, Loan Operation, Stacks, and Newspaper and Microtext Divisions revealed similiar manual procedures as are ordinarily found in most types of libraries. Coordination of exhibits was a worthy undertaking as observed in this department.

General Reference Department: The Data Information Services, Current Periodicals Division, Central Map Collection, Theatre Collection, and the various collections of reference bibliographie materials held high interest to me and many ideas were gathered which may augment Reference Services at my home institution.

Government Documents Department: An in-depth tour with detailed explanations of Federal, State and Local documents reinforced my philosophy concerning the usefulness of documents and a need to do more in the way of selling the idea to my own faculty and student body.

Library Personnel Office: The process for the recruitment of librarians and close coordination with the University Personnel Office in supplying applicants for non-professional positions. I also examined the student work pay schedule and am encouraged by the successful method of encouraging students to serve the library on a continuous basis. Classified Staff Job Re-Classification proceedings, the Affirmative Action Plan, Staff Orientation and Development techniques have all been useful observations related to this office.

Resources Development Program: Brief periods with Curators in Romance and Germanic Language materials yielded information in reference to basic sources for collecting in those areas. The Collection Development Officer consented to answer several questions on tape regarding Acquisition Policies, Faculty Liaison, etc. This taped interview will become a part of my collection of items which will be used with Administration, Library Staff and Faculty for information purposes.

Research Branch Libraries: Considerable time was spent in the following Research Branches for the general purpose as stated previously and also for the purpose of examining specific related literature, conferring with experts in the disciplines, and giving a great deal of thought to collection building in order to meet the needs of our patrons. Research branches visited:

Art	Computer Science	Engineering	Physics
Biology	Earth Sciences	Mathematical Sciences	
Chemistry	Education	Music	

PARTICIPATING

- In administrative meetings:

Academic Council Committee on Libraries - as recorder, and to better understand the importance of such a committee as advisory to library administrators.

Acquisitions Council - to hear issues and answers to problems such as vendor selection, bindery decisions and duplicate buying.

Administrative Conference - to listen to deliberations by Administrators and supervisory-level staff as they proceed to coordinate across-the-board activities and to tackle problems which confront them in meeting the needs of the academic departments and supporting the University's goal of a responsive community service.

Director's Conference - as a participant-observer in order to link negotiations which take place there with lower-level administrative meetings and to determine whether my idea of caucasing with professional staff for similiar purposes would be advisable. Policy making and policy review are important elements in Director's deliberations and warrant worthy advisement.

Education Seminars

Ed.322 - ESTABLISHING HIGHER EDUCATIONAL POLICY

An analysis of recent efforts to establish educational policy such as the Carnegie Commission on Higher Education, with special emphasis on implications for institutions and systems of institutions.

Ed.424A - STRUCTURE and FUNCTIONING OF INSTITUTIONS OF HIGHER EDUCATION

A detailed examination and critique of existing and emerging forms of administration, organization, and governance of institutions of higher education. Administrative structures of liberal arts colleges, junior college, state colleges, universities and multi-institutional organizations were analyzed.

Employment Interview Workshop - to learn interview techniques, kinds of profitable or necessary interviews, types of questions and comments which might develop into a repertoire for eliciting spontaneous and meaningful information and skill in evaluating interview material.

Management Rap Sessions - to engage in informal problem-solving discussions on specific topics with other supervisors and resource persons who possess expertise on particular topics. Some topics of discussion in which I participated:

- "With ever increasing administrative requirements, I don't have time to manage!"
- "How can I provide growth opportunities for my employees and still meet my first obligation to get the work done?"
- "What can be done to bring about affirmative action and still have equal opportunity?"
- "How can I get feedback from my staff about their ideas of effective supervision?"
- "How can I evaluate performance without "turning off" employees?"

COLLECTING

- Data

A vast amount of material has been compiled in file folders, properly headed, to include data from a broad segment of Stanford University Libraries covering many topics such as:

Administration, Acquisitions, Annual Reports, Automation, BALLOTS, Bibliographies, Commission on Librarianship, Exhibits, Interviews, Microforms, Privileges and Fees and several others.

Material in these categories consists of highly adaptable suggestions which will be screened for possible use. Included are:

Select bibliographies, a variety of form formats, procedural manual styles, detailed job descriptions, departmental publications, glossary of terms and annual reports.

- Ideas

Ideas too numerous to enumerate have been gleaned throughout this period. Some of the most obvious ones are listed:

Administrator's techniques, on all levels;

Cooperation among libraries (a growing trend and necessity);

How library tasks are affected by automation;

Importance of Interview Methodology;

Interdepartmental cooperation; and

Departmental organization and work-flow processes.

ORGANIZING:

Materials which have been collected are analyzed weekly and filed appropriately or routed to related departments within the library at my home institution. All materials are scrutinized for possible adaptability with our present organizational structure as a basis for selection of specific items.

HYPOTHESIZING:

- Issues identified:

Out of a total of seven professional librarians excluding the director, four supervise support staff. All four are recent Library School graduates without formal or informal management training. The Director is presently participating in an Internship program which exposes her directly to the work life of a much more experienced administration. This direct contact will evidently re-shape her attitudes and better fit her to play the role of administrator upon completion of the program. She has discovered that the knowledge of principles and techniques of interpersonal relations can be developed through various means such as lectures, reading, and discussion, but she has also realized more fully that the ability to apply this knowledge comes through actual practice, through learning on-the-job, or in a laboratory situation such as an Internship program or in a role playing situation.

- Focus:

She envisions introducing role playing as an auxiliary procedure which will supplement the on-the-job learning, which the four professionals are getting as a part of their day-to-day routines.

- Objectives:

To develop each librarian's philosophy of management which will serve as the foundation for his or her future as a leader.

To have each person gain an understanding of the basic functions of management (planning, organizing, staffing, and controlling) and their application to administration.

To provide practice in decision making, possible through a case method approach. Each librarian will identify problems, search for alternative courses of action, consider consequences, evaluate and make a final decision.

To promote effective group thinking.

To expose the participants to background reading in management.

- Plans:

Motivate the four professionals to formulate a rationale for further development in the area of management.

Outline a procedure.

Set a time-table.

Encourage all professionals to participate.

SUMMARIZING:

As first-line supervisor in our library operation, I realize that I am the most critical member of the team. I must therefore continue to build on the two basic foundations which are required for effective leadership. The ability to deal constructively with people and the ability to solve problems. I must also continue to improve my expertise in the components of effective leadership namely: know the work, organize and administer the operation, relate to the group, communicate, use the problem-solving approach, and believe in my staff.

This Internship program was designed to foster continuing education for administrators and I have accepted it as a challenge to move from ideas to action in administration, and in library staff development and service to the University of Maryland, Eastern Shore.

"Implications for the University of Maryland, Eastern Shore"

The Internship program has been a definitive means of helping me to become more socialized into administration. I should, as a result of this experience, become more of an activating element in setting objectives, planning services and programs, coordinating activities, and motivating the staff to work for common goals.

- Consider using a causus of my professional staff in an advisory capacity without a decision-making role.
- Involve the staff extensively in providing essential and desirable information.
- Commission a "miniature" group to study issues which are of concern,and coordinate findings with studies being done at The University of Maryland main campus.
- Stress the importance of regularity in departmental meetings to keep staff informed of operational up-dates and expectations.
- Utilize resource persons from various segments of the University (The Personnel Officer).
- Encourage skilled staff members to initiate information-sharing strategies which will involve and benefit the entire staff.
- propose a Union List of Serials for UMES (University of Maryland, Eastern Shore) and SSC (Salisbury State College), in preference to print-outs which are presently exchanged. SSC is within 13 miles of UMES.
- Review interview procedures for hiring new personnel and work with Personnel Officer for improvement.
- Review scheduling procedures.
- Experiment with "Brown-Bag" lunches on a limited basis for wiser use of time.
- Encourage outside involvement for professional growth.
- Extend professional literature routing and encourage staff to be more informed.
- Encourage a different approach for Library public relations.

IMPLEMENTING

- Re-examine present structural organization.
- Solicit more staff in-put in an advisory capacity.
- Plan with staff for continuing staff development programs.
- Use outside resource personnel on a broader basis
- Utilize materials collected by Intern for informational staff meetings
  - printed material
  - slides
  - taped interviews
- Encourage supervisory-level staff to seek development programs such as an Internship Program whenever possible.
- Evaluate effectiveness of innovations.